S&MM
SALES & MARKETING MANAGEMENT

AUGUST 17, 1981
A BILL PUBLICATION
TWO DOLLARS

AN S&MM SPECIAL SECTION
Recruiting's finest hour
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What's Coming Up

Woolrich Co. For 150 years, hunters and hikers bought its famous red and black checked jackets. Now, thanks to smart merchandising and a revved up ad campaign, Woolrich has also become one of the nation's "newest" fashion lines. Sept. 14.

An S&MM Special Section: Sales Incentives. A report on how marketers are using combinations of merchandise and travel to help keep the sales force at peak efficiency. Featured: An S&MM Roundtable and case histories. Sept. 14.

Exxon Office Systems. The big oil marketer blends its office-equipment ventures into one unit. Did it wait too long? Oct. 12.

The robots take over. Don't look now, but the electronics people may have come up with a machine that can do your job—or at least give you a hand. Nov. 16.

VOL. 127, NO. 3

S&MM [Sales & Marketing Management ISSN 0163-7517], a Bill publication, is published monthly except in February, April, July, and October, when it is published twice a month. Second class postage paid at New York, NY, and additional offices. Form 3579 requested at 633 Third Ave., New York, NY 10017. Executive, editorial, and circulation offices: 633 Third Ave., New York, NY 10017. SUBSCRIPTIONS: $35 a year, U.S.A. and Canada ($42 CDN). Foreign, $56. Allow 4 to 6 weeks for first issue to arrive. Member of the Audit Bureau of Circulations, American Business Press, Business Publications Audit of Circulation, and Magazine Publishers Assn.
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ABP BPA ABC

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S&MM's cover photograph by Carol Lee

executive vice president of merchandising for Kroch's & Brentano's Book Stores in Chicago says this poses no major problem. "Aretê made sure we understood the no-return policy before we accepted the sets, and at first we were reluctant to take them on," he says. "But now we're quite pleased with the results. Aretê came in and trained our sales staff and did a lot to stimulate customer interest. We've already agreed to offer the encyclopedia for a second season." S&MM

ZIP CODES

Before long, 4 more

In one of the niftiest lobbying jobs of the year, the U.S. Postal Service (USPS) seems to have convinced both the White House and Congress that stretching ZIP Codes to nine digits isn't a sinister bureaucratic plot to befuddle us all. Yet the use of "ZIP-Plus-Four" (so named by the USPS) may be limited for several years. It won't officially be offered until 1983, it will be optional, and it will apply only to first-class mail.

Business mailers contacted by S&MM agree that the one-half-cent-per-letter discount to be offered nine-digit users who presort their mailings will be snubbed by all but the very largest direct-mail marketers. Reader's Digest, for example, will probably convert, but it expects only "moderately favorable benefits," says distribution director Coleman (Bill) Hoyt. He estimates that the half-cent discount will save the Digest only $400,000 based on last year's $30 million first-class postage outlay (its total postage bill was $90 million).

In the long run, the success of ZIP-Plus-Four may depend not so much on the presorting incentive as on its value in helping mass mailers pinpoint ever more selective markets. One eager potential user, for example, is Brian Paradise, assistant direct marketing director for Playboy Enterprises. "This will be a good tool for research and analysis, helping define geographic segments from a marketing standpoint," he says.

To help Paradise and like-minded mailers, the USPS last month announced the availability of magnetic tapes matching every home and office building in the U.S. with the new nine-digit codes. The first two of the four add-on digits identify a sector such as several blocks or an individual large building. The second two pinpoint a "segment," which might be one side of a city block or even a single floor in a large building. Tapes can be borrowed free for up to 60 days. Order forms are available from local postmasters and USPS customer services personnel.

Meanwhile, some post offices nationally have already introduced the extra four digits. In Pittsburgh, for example, post office box holders on the South Side were provided with a

MARKETS AT A GLANCE

Suburbs still have it

The surburbs, long marketers' favorite sales terrain because of their upscale characteristics, continue to dominate population growth. While the most talked-about finding of the 1980 Census is the faster growth achieved by nonmetro areas compared to metropolitan areas, the fact is that the communities surrounding the central cities of metropolitan markets are still the fastest growing geographic unit. Surburbanites increased 18% in the 1970s, vs. a 15% gain for nonmetro population and practically no change (0.1%) for central city populaces. More to the point, the numerical increase in the suburbs was twice as great as in the rural areas, 15.6 million vs. 7.5 million. The data shown below update those appearing in the May 18 issue of S&MM because they include the 35 new metropolitan markets recently designated by the federal government.

Metropolitan Status	*1980 Pop.*	*Increase, 1970–80 Number*	*%*	*% of U.S. Total*
U.S.	226,504,825	23,202,794	11.4%	100.0%
Metropolitan				
Markets (318)	169,405,018	15,711,251	10.2	74.8
Central cities (429)	67,930,344	80,047	0.1	30.0
Suburbs	101,474,674	15,631,204	18.2	44.8
Nonmetro areas	57,099,807	7,491,543	15.1	25.2

Note: The 318 metropolitan markets is greater than the 305 reported in the *1981 Survey of Buying Power* because S&MM combined several of the New England metros that are defined by the federal government. The *Survey* uses a county definition for metro areas, whereas in New England the government uses individual cities and towns.
Sources: Census Bureau, 1980 Census of Population and Housing
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S&MM'S ANNUAL SURVEY OF EXECUTIVE COMPENSATION—PART 1

An 11% raise is par for the course

S&MM's annual look at compensation for sales and marketing executives has grown so much that this year we present it in two sections. The first half of the tables appears here, and Part 2 will run in the Sept. 14 S&MM, accompanied by interviews with the 10 best-paid marketers of 1980.

By THAYER C. TAYLOR
Senior Editor/Management Sciences

Sales and marketing executives in S&MM's survey averaged $139,710 in total compensation in 1980. Helped out by the petroleum industry's handsome pay scales, those in nondurable goods led the way with $155,368. Next were those in services, with a $138,098 average. Marketers in durable goods averaged $130,313.

These are the highlights of S&MM's annual survey of compensation for sales and marketing executives. Prepared exclusively for S&MM by Sibson & Co., a Princeton, NJ, consulting firm that specializes in compensation programs, the survey covers 176 executives at 157 companies.

The format of this year's report, changed to include more financial details of marketers' compensation packages, is designed to make it easier for readers to compare their own income with that of their peers. The first column comprises salary, bonuses, commissions, and directors' fees. The second covers other income, such as securities (stock under an employment agreement) and personal benefits (insurance coverage or reimbursements). The third shows total remuneration.

Because the Securities and Exchange Commission has changed the rules on reporting, a comparison of total income for 1980 and 1979 could be misleading. To get around this, S&MM compares the data in the first column of the survey ("Salaries, Fees . . .") on the 101 marketers for whom comparative figures are available.

On this basis, 1980 was *not* one of marketers' best years. Their average compensation rose only 11%, from $136,877 to $152,160, a significant drop from the 16% gain achieved in 1979. Indeed, one out of five received a pay cut. The $152,160 is higher than the overall average of $139,710 because the overwhelming bulk of the other marketers are from small companies.

The reason for the slower gain is that industry after-tax profits dropped 9%, to $151.5 billion, last year. As John A. Fischer, Sibson vice president, notes: "Year-to-year changes in marketers' pay are most heavily impacted by profitability. The reduction in the rate of increase reflects the profit difficulties experienced by many companies last year." Indeed, with most economists expecting corporate profits to remain flat this year, or at best edge up fractionally, the compensation outlook in the short term for marketers is not bright. Fischer predicts that the rate by which salaries will increase this year will be 1%–2% less than last year and that bonuses will be smaller because "corporations have budgeted for profit gains that are not going to come true."

A closer look at the current survey shows that George E. Oakley Jr., senior vice president, sales, Federal Paper Board, scored the biggest pay increase, up 86% to $222,115.

Profits in durable-goods industries plunged 47% last year, but that didn't stop marketers from such companies from dominating the list of execu-

tives with the biggest compensation gains. W.T. Fitzgerald, marketing vice president, Cooper Tire & Rubber, with the second biggest pay raise, was up 76% to $178,759. Tied with the fourth biggest compensation increases, 45%, were Walter C. Fisher, executive vice president, sales and marketing, Zenith, $251,167; Norman Shulman, vice president of flatglass sales, Guardian Industries, $330,020, and Murray J. Yudin, vice president, national sales, Guardian Industries, $333,020.

Overall, among the survey's 84 marketers with durable-goods firms, 83.3% took home fatter pay checks, while 16.7% received smaller ones. A similar pattern prevailed among the 39 marketers in nondurable-goods firms: 82.1% won a raise, 14.5% took a cut, and 2.6% worked for the same amount of dollars. Although high averages were posted in the computer section, marketers in the services category fell on hard times, with only 35.7% winning a raise; more than half, 57.1%, saw their incomes shrink; and 7.1% held even.

Despite the third-biggest pay increase scored by W.R. Howard, executive vice president, marketing and customer services, Piedmont Aviation (up 71% to $119,875), the airline industry's financial turbulence generally buffeted its marketing executives. Two of them experienced the steepest pay cuts shown in S&MM's survey. William H. Waltrip, executive vice president, marketing and planning, Pan Am World Airways (last month promoted to president and chief executive officer), took the biggest cut, 24%, to $144,167. Richard P. Ensign, senior vice president, marketing, Western Airlines, saw his compensation drop 22%, to $139,600.

Other marketers who ended the year with less to show for their efforts were Donald P. McArdle, vice president, marketing, Franklin Electric, down 22% to $75,163; Ewart J. White Jr., vice president Crompton, down 19% to $129,306; and W.D. Peace, vice president, rubber industry sales, National-Standard, down 18% to $106,000.

Sibson's Fischer points out that while most companies pay marketers on the same basis as other members of top management, "the survey shows that among some small firms compensation for top marketing executives exceeds that for other top management people." Examples are Jerome Burke, Magnuson Computer, $232,455 in total remuneration (column 3); John A. Kirkham, Advanced Systems, $127,762; and P. Ralph Helm, Manitowoc, $116,658.

As a rule, bonuses depend on profitability. However, Fischer observes, "We still see bonus arrangements keyed to individual performances. In four instances, marketers' pay (from column 3) equaled or exceeded that of all other executives in the company." Two that stand out are Harold D. White, Context Industries, $173,993, and Larry W. Kifer, TIE/Communications, $302,420. Each earns more than double the pay of their presidents. The other two marketers are Nicholas DiBari, Comdisco, $637,879, and Irving Rousso, Russ Togs, $547,875.

Of course, being in a growing industry can pay off handsomely. Computer-services firms, while ranking a low twenty-seventh in average company sales among the 28 industries covered in S&MM's survey, gave their top marketing executives the fifth highest pay scale, $157,083. Also behind the generosity is a critical manpower shortage in the computer industry that puts talented managers in a strong negotiating position.

Two other categories that are high on the pay scale, although their overall performance during the period was low, are textiles and building materials. Textiles paid their marketers the second highest compensation, $183,231, while ranking fifteenth in average company sales. Building materials had the third highest average pay, $174,899, despite a twentieth position in overall sales performance. Petroleum companies, not surprisingly, were the most generous with their marketers, who averaged $242,901 in compensation last year.

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
DURABLE GOODS MFG.							
Aerospace							
Cessna Aircraft	$1,000.1	R.L. Lair *sr. v.p., marketing*	$163,896	+17%	—	$163,896	Merit incentive; compensation stock option; restricted stock
Appliances							
Conair	64.7	Jerry Kampel *v.p., retail sales*	129,500	+35%	$1,400	130,900	Stock option
		Murray Stern *v.p., professional sales*	81,800	+23%	3,200	85,000	
Whirlpool	2,243.2	Jack D. Sparks *exec. v.p., marketing*	159,315	+ 8%	18,187	177,502	Executive incentive bonus; stock option; profit sharing
Automotive							
Champion Spark Plug	799.8	Charles A. Schwalbe Jr. *v.p., sales*	129,842	NA	9,034	138,876	Stock option; bonus
Winnebago Industries	91.9	Fred G. Emmert *v.p., marketing*	52,673	NA	—	52,673	Profit sharing; stock bonus; executive incentive compensation; employee stock purchase; stock option
Building Materials							
Bird & Son	313.2	Donald R. Suva *v.p., marketing, building materials group*	55,000	NA	—	55,000	Incentive bonus; deferred compensation
Guardian Industries	299.1	Murray J. Yudin *v.p., national sales*	333,020	+45%	2,870[1]	335,890	Employee stock ownership; thrift; deferred bonus
		Norman Shulman *v.p., flat glass sales*	333,020	+45%	2,870[1]	335,890	
Midland Glass	169.1	Roy D. Connady[2] *v.p., sales*	70,500	NA	—	70,500	Incentive compensation
		David R. Barry *v.p., sales*	77,750	NA	—	77,750	
Triangle Pacific	207.7	Joseph Nussbaum *exec. v.p., sales & marketing*	150,000	NA	24,364[3]	174,364	Stock incentive; executive medical reimbursement; profit sharing
Computer Peripherals and Terminals							
Beehive International	33.1	B. John Bodell *v.p., sales*	148,779	NA	—	148,779	Incentive bonus; profit sharing; stock option
Compugraphic	277.4	Bryan E. Newman *sr. v.p., marketing*	88,997	+ 6%	500	90,497	Profit sharing; stock option; bonus
Decision Data Computer	43.6	Richard J. Schwab[4] *v.p., marketing*	80,218	NA	323	80,541	Income continuation; bonus; stock option
		Kenneth R. Whitehouse *v.p., oem sales & bus. dev.*	62,654	NA	350	63,004	
Floating Point Systems	42.4	Jon A. Salquist[5] *v.p., marketing*	134,546	NA	15,706	150,252	Bonus; supplemental retirement; stock option

[1]Includes value of stock allocated to executives under employee stock ownership plan.
[2]Resigned Nov. 5, 1980.
[3]May include amounts received from exercise of stock option.
[4]Resigned May 1980.
[5]Resigned Oct. 31, 1980.

NA—Not available.
NC—No change.
NMC—No meaningful change.

Source: Sibson & Co., Inc.
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Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Computer Peripherals and Terminals (continued)							
Four-Phase Systems	$ 197.2	John M. Clark Jr. *v.p., marketing*	$149,333	+ 2%	$ 12,865	$162,198	Profit sharing; stock option; tax reduction stock ownership; employee stock purchase
Mohawk Data Sciences	212.2	Douglas A. Davidson[6] *sr. v.p., marketing*	135,470	+ 5%	137,270[7]	272,740	Executive bonus; stock option
Network Systems	13.1	Mahlon L. Moore *v.p., marketing*	47,667	NA	—	47,667	Stock option; restricted stock; management incentive
Paradyne	75.9	Jerry T. Kendall *v.p., U.S. marketing*	115,207	NA	—	115,207	Profit sharing; stock option; employee stock purchase
		Edmund F. Murphy Jr.[8] *sr. v.p., int'l marketing*	100,314	NA	—	100,314	
Printronix	37.0	Melvin Posin *sr. v.p., marketing*	80,345	+ 6%	260	80,605	Bonus; stock option; stock purchase
Sykes Datatronics	24.2	Albert J. Montevecchio *exec. v.p.*	117,860	NA	1,594	119,454	Stock option
Tektronix	971.3	Lawrence L. Mayhew *group v.p., operations & marketing*	146,524[9]	+ 1%	12,876	159,400	Profit sharing; performance incentive; employee stock purchase; stock option
		Lewis C. Kasch *group v.p, U.S. marketing*	118,850[9]	– 4%	32,655	151,505	
Verbatim Corp.	50.1	Miloslav L. Cermak *v.p., int'l marketing*	96,994	NA	—	96,994	Bonus plan; profit-sharing plan; stock option plan
		Irving H. Hamlin *v.p., marketing*	54,996	NA	—	54,996	
Computer Systems							
Apple Computer	117.1	Gene P. Carter *v.p., sales*	80,091	NA	11,895	91,986	Management bonus plan; profit participation plan; employee stock purchase plan; stock option plan
Burroughs	2,902.4	J. Roy Henry *exec. v.p., marketing*	186,000	+10%	3,242	189,242	Bonus plan; supplemental retirement plan; stock option plan
Computer Products	18.9	Norman E. MacGregor *v.p., sales & mktg. measurement & control systems div.*	91,627	NA	—	91,627	Thrift & savings plan; stock option plan
Cray Research	60.7	Peter L. Appleton Jones *v.p., mktg.*	79,945	NA	54,154	134,099	Stock option plan; incentive compensation plan; profit sharing plan; stock purchase plan
Data General	653.9	Herbert J. Richman *sr. v.p., marketing*	131,000	+18%	—	131,000	Stock option plan; restricted stock option plan; bonus plan; stock purchase plan
Diagnostic/Retrieval Systems	10.1	Jackson Kemper Jr. *v.p., marketing*	60,538	NA	—	60,538	Stock option plan

[6]Resigned August 1980.
[7]Includes amounts received from exercise of stock options.
[8]Resigned December 1980.
[9]May include payments under the profit sharing plan and the stock option plan.

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Electronic Assocs.	$ 43.7	Milton Sanders *v.p., marketing*	$ 86,463	+ 5%	—	$ 86,463	Incentive compensation plan; supplemental retirement income plan; stock option plan
Magnuson Computer Systems	27.8	Jerome J. Burke *sr. v.p., marketing*	223,138[10]	NA	9,317	232,455	Management bonus plan; stock option plan; employee stock purchase plan
Prime	267.6	R.M. Morrill *v.p., marketing*	186,904	+16%	750	187,654	Management incentive bonus plan; employee stock purchase plan; stock option plan
Tandem Computers	109.0	David R. Mackie *v.p., headquarters marketing*	87,537	NA	—	87,537	Bonus plan; stock option plan; employee stock purchase plan
Consumer Durables							
Armstrong World Industries	1,323.0	Frederick S. Donnelly Jr. *group v.p., int'l & corp. markets sales operations*	141,000	+ 9%	280	141,280	Stock option plan; stock purchase plan
Bic Pen	192.1	Bruno Bich *v.p., sales & marketing*	126,495	+33%	5,397	131,892	Supplemental retirement plan
Hasbro Industries	104.3	Lawrence Bernstein *v.p., sales*	112,062	NA	—	112,062	Incentive compensation; supplemental retirement plan; stock option plan
Kimball International	215.0	Robert R. Laube *sr. exec. v.p. & dir. of marketing*	145,392	– 9%	4,902	150,294	Bonus plan; profit-sharing plan; stock option plan
Kroehler Manufacturing	45.4	Thomas C. Himes *v-p, mktg.*	72,625	NA	587	73,212	Supplemental retirement plan; bonus plan; stock option plan
Milton Bradley	420.7	George R. Ditomassi Jr., *sr. v.p., mktg.*	136,999	+21%	575	137,574	Bonus plan; deferred compensation plan; stock option plan
National Presto Industries	118.0	Walter G. Ryberg *v.p. marketing*	154,332	+14%	—	154,332	Officer stock purchase plan
Oneida	359.6	Robert E. Sanderson *exec. v.p., marketing*	144,000	+34%	8,275	52,275	Bonus plan; employee stock purchase plan; stock option plan
Polaroid	1,450.8	Richard W. Young *exec. v.p., worldwide marketing*	212,477	+24%	—	212,477	Incentive bonus plan; profit-sharing retirement plan; performance share plan
Snap-On Tools	401.8	Marion F. Gregory *v.p., general manager, sales*	145,940	– 3%	—	145,940	Bonus plan; stock option plan
		Lynn A. Ameche *sr. v.p., marketing*	152,467	NA	—	152,467	

[10]Includes bonus award for previous year's performance.

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Consumer Durables (continued)							
Vermont American	$ 186.0	Harold L. Knight *v.p., marketing*	$ 97,500	NA	$ 5,421	$102,921	Employee stock ownership plan; thrift savings plan; profit-sharing plan; bonus plan
Electrical, Electronics							
Advent	30.7	Fred Goldstein *sr. v-p, mktg.*	59,583	NA	—	59,583	Management incentive compensation plan; stock option plan
Analog Devices	135.7	Melvin D. Sallen *group v-p, sales*	123,499	NA	7,910	131,409	Bonus plan; profit sharing; restricted stock plan; employee stock purchase plan; stock option plan
Cubic	196.4	C.C. Wellborn *v-p, mktg.*	81,821	−5%	7,253	89,074	Deferred Compensation plan; profit sharing plan; stock option plan
Data I/O	20.4	Charles J. D'Ambrosia *v-p, sales & marketing*	68,073	NA	7,161	75,234	Bonus plan; stock option plan; employee stock ownership plan; stock purchase plan
Fischer & Porter	185.2	Robert S. Peterson *sr. v-p, mktg.*	64,067	+14%	1,187	65,254	Incentive bonus plan; incentive savings plan; stock option plan
Fisher Scientific	423.6	Thomas P. Lawton, Jr. *sr. v-p, sls. & distribution*	171,544	+37%	765	172,309	Incentive compensation plan; stock investment plan; stock option plan
		Wayne R. Keck *v-p, U.S. sales & distribution*	127,182	+34%	580	127,762	
Franklin Electric	156.1	Donald P. McArdle *v-p, mktg.*	75,163	−22%	—	75,163	Bonus plan; stock option plan; profit sharing plan; stock purchase plan
Square D	999.0	W.R. Clarke *v-p, mktg.*	147,250	+14%	620	147,870	Incentive Compensation plan; stock option plan; phantom stock appreciation plan
Unitrode	103.6	Howard F. Wasserman *v-p, mktg.*	226,000	NA	8,591	234,591	Restricted stock & cash bonus plan; profit sharing plan; performance share plan; executive incentive plan; stock option plan
Zenith	1,185.9	Walter C. Fisher *exec. v-p, sls. & mktg.*	251,167	+45%	24,077	275,244	Incentive compensation plan; profit sharing plan; stock option plan
Instruments							
Kevex	17.0	Richard J. Cushing *v-p, mktg.*	63,376	+ 8%	429	63,805	Profit sharing plan; trust agreement; stock option plan

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Robertshaw Controls	$ 349.0	Arnold C. Hansen *senior v-p, corp. sales*	$109,300	+12%	—	$109,300	Bonus plan; tax reduction act stock ownership plan; stock option plan
Machinery and Equipment							
Baldor Electric	146.5	Robert E. Bender *v-p, sls.*	78,392	+ 3%	$ 8,096	86,488	Profit-sharing plan; stock option plan; bonus plan
Copeland	367.6	T. Gordon Ralph Jr. *v-p, sales*	73,584	+ 9%	2,386	75,970	Incentive bonus plan; stock unit plan
Danly Machine	121.0	John R. Danly *v-p, sales*	118,096	NA	—	118,096	Supplemental retirement plan
The Manitowoc Co.	277.5	P. Ralph Helm *v-p, sales*	116,250	+13%	408	116,658	Profit sharing plan; stock option plan; restricted stock plan
National-Standard	312.9	W. D. Peace[11] *v-p, rubber industry sales*	106,000	−18%	—	106,000	Management bonus plan; performance sales incentive plan; employee savings plan
Parker-Hannifin	1,022.4	Tommy J. McCuistion *v-p, corp. mktg. & economics*	205,575	+ 7%	8,490	214,065	Incentive compensation plan; stock option plan; profit sharing plan; savings plan
Steiger Tractor	121.2	E.W. Muehlhausen *v-p, mktg.*	73,200	NA	2,466	75,666	Incentive compensation plan; supplemental retirement and death plan; employee savings plan; stock option plan
Metals and Mining							
Brass-Craft Mfg.	63.8	Leonard C. Andrus *v-p, marketing*	88,000	NA	—	88,000	Profit sharing plan; stock option plan
CBI Industries	682.3	B.V. Moore *sr. v-p, sales*	198,410	NA	4,063	202,473	Profit sharing plan; restricted stock plan; employee stock purchase plan; supplemental death benefit plan
Cleveland Cliffs Iron	377.3	Frank S. Forsythe *sr. v-p, sales*	98,000	NA	642	98,642	Tax reduction act stock owner ship plan; restricted stock plan; stock option plan
Revere Copper & Brass	748.1	J. W. Eason *exec. v-p, aluminum sls.*	165,000	+ 3%	168	165,168	Incentive compensation plan; tax reduction act stock ownership plan

[11]Retired Sept. 30, 1980.

PART 2 OF S&MM'S ANNUAL COMPENSATION SURVEY WILL APPEAR IN THE SEPT. 14 ISSUE.

RECRUITING ON CAMPUS

Why Johnny can't sell

By EUGENE M. JOHNSON
Prof. of Marketing
Univ. of Rhode Island

More than ever, your recruiting on campus will turn up young people who have actually had a sales course while in college. But just how valuable is the training such recruits bring to the job? Two surveys conducted recently to find out what should be included in college courses that are intended to prepare students for sales careers show that sales managers and college professors disagree, sometimes profoundly, on what should be taught both in selling and sales management courses.

One of the surveys included 331 sales managers who responded to a questionnaire. Three-fifths of the respondents report that their companies hire recent college graduates for sales. They also indicate a preference for business and marketing majors. The other survey, designed to review the current status of college instruction in selling and sales management, included professors and instructors at 207 colleges and universities.

The two surveys contained similar questions to obtain respondents' feelings about which topics should be covered in college courses. The comparison of opinions is shown in Table 1. Sales managers clearly put more emphasis on personal development skills and qualities than do college instructors. Time management, self-motivation, and communications are ranked as the three most important topics by managers. In contrast, college instructors teaching sales and sales management rank understanding buyer behavior as most important, with handling objections and sales presentations and demonstrations rated second and third.

Similar questions were also used to determine feelings about topics for a sales management course. Again, there are some important differences (see Table 2). Sales managers put time management at the top of their lists, while college professors consider this topic less important. There is also disagreement on the importance of salesmanship fundamentals in a college sales management course. And the professors rated training and recruiting more important college topics than managers did.

What must be done to close the gap between what sales managers would like college students to be taught and what they are, in fact, being taught? A good beginning would be for managers to offer input—and for professors to pay close attention to it. S&MM

Prof. Johnson's previous contributions to S&MM include a survey of sales management problems (Oct. 15, 1979) and the attitude of college students toward a career in selling (March, 1979).

Take this test

What elements of selling do you think should be stressed in a college sales course to ensure that future recruits have the skills they'll need in the field? Rank by order of their importance, in your view, the following 16 elements. To find out how other sales managers voted—and also the opinions of college instructors who teach selling—turn to Table 1 on facing page.

	Ranking
Closing techniques	☐
Prospecting	☐
Self-motivation	☐
Sales training	☐
Handling objections	☐
Routing and territory management	☐
Time management	☐
Approach	☐
Rewards of selling	☐
Communications	☐
Understanding buyer behavior	☐
Career opportunities in selling	☐
Professionalism in selling	☐
Planning sales calls	☐
Sales presentations and demonstrations	☐
Environment of selling	☐

TABLE 1

Content of Sales Course

Topic	Sales Managers' Ranking	College Professors' Ranking
Time management	1	9
Self-motivation	2	10
Communications	3	6
Planning sales calls	4	5
Handling objections	5	2
Professionalism in selling	6	11
Closing techniques	7	4
Understanding buyer behavior	8	1
Sales presentations and demonstrations	9	3
Routing and territory management	10	14
Prospecting	11	8
Sales training	12	12
Career opportunities in selling	13	13
Environment of selling	14	15
Approach	15	7
Rewards of selling	16	16

TABLE 2

Content of Sales Management Courses

Topic	Sales Managers' Ranking	College Professors' Ranking
Time management	1	10
Salesmanship fundamentals	2	18
Incentives and motivation	3	1
Territory management	4	5
Sales and market forecasting	5	8
Personal supervision	6	13
Training	7	3
Recruiting	8	4
Budgeting and controlling sales expenses	9	9
Orientation of new salespeople	10	15
Evaluation	11	2
Careers in sales	12	17
Environment of sales management	13	16
Ethical and social responsibilities	14	14
Cost analysis and control	15	12
Sales volume analysis	16	11
Selection	17	6
Compensation	18	7
Future of sales management	19	19

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S&MM
SALES & MARKETING MANAGEMENT

THE COMPUTER IN MARKETING
Giving sales leads a leading edge
Page 35.

SEPTEMBER 14, 1981
A BILL PUBLICATION
TWO DOLLARS

SALES INCENTIVES GET THE JOB DONE

AN S&MM SPECIAL SECTION: *When there are sales to be made, new accounts to open, or dealer relationships to build, special incentive programs keep the sales force on the move.* *Page 67.*

S&MM'S
ANNUAL SURVEY OF
EXECUTIVE COMPENSATION
PART 2
Plus

How they make it at the top

S&MM concludes its exclusive survey of what the nation's best-paid sales and marketing executives earned in total compensation last year with a look at the top 10—the very highest of the high earners. Each tells how he made it to the top and how he is able to stay there. Survey continuation begins on page 42.

Inside Out

Franchising. In Massachusetts, health-food chain Byers Restaurants goes deep for success; in southern California, Spaghetti Pot goes ethnic. Page 14.

Marketing strategies. Nobody noticed that when IBM brought out its line of personal computers, it broke some of its traditional marketing rules. Page 18.

Supermarkets. The trend is supposed to be products and stores sans frills, but Lunds, in Minneapolis, has other ideas, and they work. Page 21.

Be a restaurant critic! Name your favorite places to dine in this year's Business Executives' Dining Awards (BEDA) competition. The ballot is on page 123.

Tax cuts. Early returns on how we plan to spend bigger tax refunds indicate that industrial, not consumer-goods marketers, will be the big winners. Page 156.

Complete Contents, Page 5.

You oughta be in pictures!

Page 38.

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What's Coming Up

An S&MM Special Section: Fleet Cars. Detroit showers fleet-car buyers with early-order incentives, offering them a chance to sidestep high interest rates. Why, then, are so many sales fleets keeping their cars on the road months longer than usual? Oct. 12.

Woolrich Co. For 150 years, hunters and hikers bought its famous red-and-black-checked jackets. Now, thanks to smart merchandising and a revved-up ad campaign, Woolrich has become one of the nation's "newest" fashion lines. Oct. 12.

Dividing the "mud" pie. Like others in the oil-field industry, marketers of drilling fluid—they call it "mud"—are getting more sophisticated. S&MM reports on how such leaders as Dresser's Magcobar Div., NL Industries' NL Baroid, and Halliburton's IMCO Services Div. scramble for sales in a market worth $3 billion-plus. Oct. 12.

The robots take over. Don't look now, but the electronics people may have come up with machines that can do many Americans' jobs—or at least lend them a hand. Nov. 16.

VOL. 127, NO. 4

[Sales & Marketing Management ISSN 0163-7517], a Bill publication, is published monthly except in February, April, July, and October, when it is published twice a month. Second-class postage paid at New York, NY, and additional offices. Form 3579 requested at 633 Third Ave., New York, NY 10017. Executive, editorial, and circulation offices: 633 Third Ave., New York, NY 10017. SUBSCRIPTIONS: $35 a year, U.S.A. and Canada ($42 CDN). Foreign, $56. Allow 4 to 6 weeks for first issue to arrive. Member of the Audit Bureau of Circulations, American Business Press, Business Publications Audit of Circulation, and Magazine Publishers Assn.
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ABP BPA MPA ABC

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naturally sweetened. Always looking for new menu items, Byers and his partner and vice president, Wayne Hudson, 28, cross the country visiting restaurants that offer similar fare. If they find an item they like, and the restaurant owner won't reveal the source, Byers and Hudson rummage about in the rubbish until they find tell-tale packaging.

Former co-workers at Howard Johnson—where Hudson was Byers's boss—the two in 1978 opened Byers Yogurt Shoppe, selling only frozen yogurt. But that was too limiting, so they expanded the menu to include salads, sandwiches, and beverages, and changed the restaurant name.

The next step is to expand the total units, initially in Massachusetts and New Hampshire, mainly through franchising (three of the four current units are franchised). The reason, Hudson says: "We want the owners to be the operators, so we can maintain our quality standards."

A spicy alternative

Can spaghetti become the take-home success story of the 1980s? That's what Hal Hylton, president and founder of the California-based Spaghetti Pot restaurants, is counting on—and he emphasizes "take-home."

Armed with statistics showing that 50% of America's wives are employed, Hylton and his four partners, all former marketing executives, are out to snare the exhausted working mother looking for a hot, nutritious dinner for her family on days when she forgot to defrost the roast. Spaghetti Pot franchisees dispense their

Mendelson's hand is in the pot.

take-out packages of spaghetti, salad, and garlic bread from 4 p.m. to 9 p.m. only—and guarantee that the food will still be hot as much as 40 minutes later.

Partner Jerry Mendelson, who is the company's marketing chief, argues that Spaghetti Pot fills a fast-food void. "Other fast food is hand-held. You eat it at the ball park or in the car," he says. "Our food is meant to be eaten at home." Hylton says that he perfected a method of quickly mass-producing spaghetti dinners while running a popular spaghetti concession at the Los Angeles County Fair in 1975. His technique will be duplicated in 53 franchises throughout California by year's end, with 69 others "soon to follow." Franchises are selling well, he claims, because of the low cost of producing the spaghetti portion of the dinner—31¢ compared with $1 for the meat in a McDonald's Big Mac and 72¢ for a three-piece Kentucky Fried Chicken dinner.

Hylton's projection: 570 franchises, each currently sold at $30,000, in operation throughout the country by 1984.

ZIP CODE MARKETING

Want consumer data? Uncle Sam wants you

Industrial marketers have a new source of Zip Code data to help their sales prospecting, but consumer marketers may lose out on a valuable chunk of similar data from the 1980 Census.

Economic Information Systems, New York City, which prepares the statistical information for S&MM's annual *Survey of Industrial Purchasing Power*, has published a first-of-its-kind directory, listing by 5-digit Zip Code the almost 140,000 manufacturing establishments in its data bank. Such information is helpful to marketers with sales territories organized by Zip Code as well as for direct-mail promotions.

But because of budgetary problems caused by some 50 lawsuits (S&MM, Feb. 2), the Census Bureau scrapped plans to publish data from the 1980 Census on a Zip Code basis, based upon the long-form questionnaire that went to about 20% of all households, information vital to consumer-goods

Top 10 Zips in manufacturing

Zip Code	City	Total Plants	Total Employment
11101	Long Island City, NY	332	34,812
46206	Indianapolis	41	34,317
44482	Warren, OH	19	33,293
53201	Milwaukee	73	32,820
98124	Seattle	24	31,659
46312	East Chicago, IN	46	30,833
60650	Chicago	143	29,962
94086	Sunnyvale, CA	141	29,644
77001	Houston	146	29,501
45401	Dayton	46	29,346

Source: Economic Information Systems.
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marketers. However, the National Planning Data Corp. (NPD), Ithaca, NY, a provider of small-area demographic information, is trying to organize a consortium of data users that would pay the bureau to develop special tabulations of Zip Code data for each of the 50 states and the District of Columbia. Under discussion are various options, such as 5-digit format for the entire U.S. or 5-digit for metro areas and 3-digit for nonmetro areas, and their relative costs. The level of detail and cross-tabulations wanted for various demographic and socioeconomic characteristics, such as age, income, education, occupation, and home operating costs, is another talking point. One Bureau watcher estimates the cost could run anywhere from $300,000 to $500,000. The earliest such data could appear would be mid-1982, he adds.

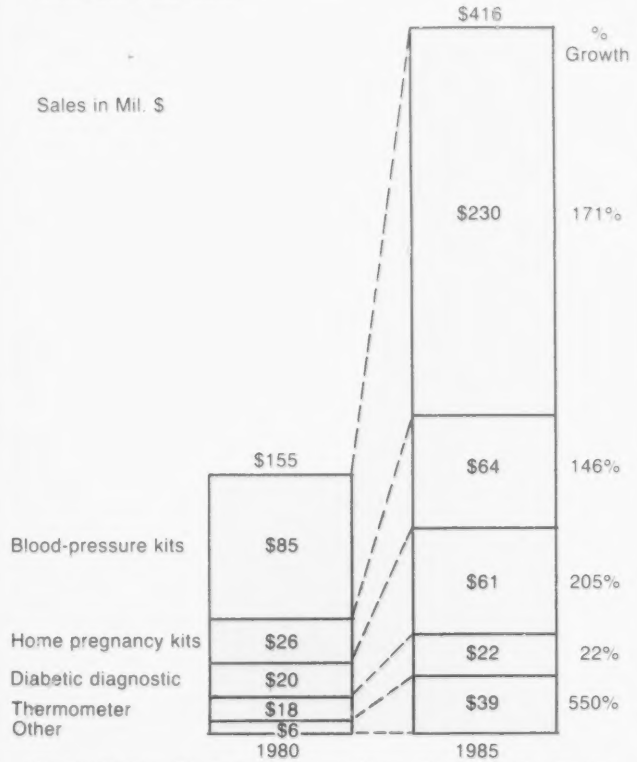
Should the deal go through, NPD would become the exclusive selling agent for Zip Code data from the 1980 Census. The bureau grants such exclusivity, for a fixed period of time, to encourage vendors to order and pay for special tabulations.

Any S&MM reader interested in learning more about the consortium should contact Debra Horn, marketing director at NPD, P.O. Box 610, Ithaca, NY 14850. S&MM

S&MM SALESGRAPH

Self-care's do-it-yourself boom

Sparked by the self-care movement, sales of in-home medical-testing products, such as pregnancy and blood-pressure kits, will roll up an annual 22% growth rate in the 1980–85 period, a report by Packaged Facts, a New York City research firm, indicates. The fastest-growing market niche will be diabetic diagnostic devices, primarily because the diabetic population is increasing five times faster than the general population. Noting that up to now most new home medical-testing products are variants of devices used in hospitals and doctors' offices, the report predicts that "the next group of new product introductions will most likely come from laboratory testing equipment and medical-supply companies presently selling to non-consumer markets."



Source: Packaged Facts, Inc., *The Overall Home Medical Testing Market.* Sales & Marketing Management.

INDUSTRIAL MARKETING

Bethlehem firms its grip

Low-priced industrial fasteners from abroad, notably Japan, have grabbed nearly 50% of the U.S. standard fastener market in the past decade, driving out such companies as Lamson & Sessions, Republic Steel, and others. But instead of fleeing the bloodied field, Bethlehem Steel plans to take advantage of the exodus; it'll more agressively market its standard and specialty fasteners.

To that end, management, three months ago, pulled fastener operations out of the Steel Products Group (where they vied for sales force atten-

Administration approval of "NutraSweet" as a soft-drink additive, the sweetest part of the sugar substitute market (60% of saccharine goes into low-calorie soft drinks). Accordingly, Searle, soft drink marketers, and the government are studying closely developments in Canada where Aspartame-added soft drinks went on sale Aug. 12. S&MM

COMPARATIVE ADVERTISING

Battle of the boat shoes

When consummate preppies think of boat shoes, they think of Sperry Top-Siders—the white-rubber-soled, dark-brown-topped variety that complete the collegiate uniform. When Timberland Co., Newmarket, NH, decided to get a bigger market share for its boat shoe early this year, it produced ads that claimed that its shoe was, in fact, better than Sperry's.

Along with increased sales, the ads brought Timberland a lawsuit. "They made statements about our shoe in the ad that were false," claims Dave Murphy, president of Sperry, a division of Boston-based Stride Rite Corp. "So we sought an injunction forbidding them to run the ad."

The case was settled out of court in June, but Timberland countered by re-releasing its ad with some altered wording and a footnote saying one of its claims was backed by the American Society of Testing Materials. Then it hit Sperry with a suit arguing that the Top-Sider's unique razor-slit sole was being falsely marked with patents that had long expired.

Stanley Kravetz, executive vice president of Timberland, contends that his company only found out about the lapsed patents when doing research for the original suit. If Sperry hadn't continued to use the patent marking, he adds, Timberland could have saved the money it spent on devising a comparable sole.

Kravetz says Timberland never explored the patent issue before, blaming the time and money needed to conduct a search. But Bob Ziems, a McLean, VA, patent attorney, says such searches are not necessary. "All you have to do," he says, "is call the U.S. Patent Office and ask about the numbers of patents expiring that day. If the patent number you're concerned with is lower, then it's expired."

Considering that comparative advertising is a risky business, often tarnishing a company's image rather than polishing it, ad agencies may be correct in advising clients to shy away from it unless the product has a clear, and easily proven, advantage over the other brand. Sperry's Murphy, however, thinks that Timberland is just after publicity.

Timberland's Kravetz counters, "Our marketing stands on its own merits. We plan to take every opportunity." S&MM

MARKETS AT A GLANCE

Asiatics in the American Dream

While total U.S. population grew only 11% in the 1970s, the number of Asians here more than doubled, to 3.5 million, the 1980 Census shows. A principal factor was the liberalization of harshly restrictive immigration laws in the late 1960s. Among the major groups, Filipinos increased the fastest, 126%, to 774,640; the Chinese had an 85% gain, to 806,027, replacing the Japanese, whose numbers grew only 19%, to 700,747, as the biggest group. Three out of five Asians live in the West, one-third of them in California. Another 16% are in the Northeast, followed by 13% in the South and 11% in the Midwest. Despite the West's overwhelming dominance, 3 of the 10 states with the largest number of Asians are in the Northeast, another three in the South.

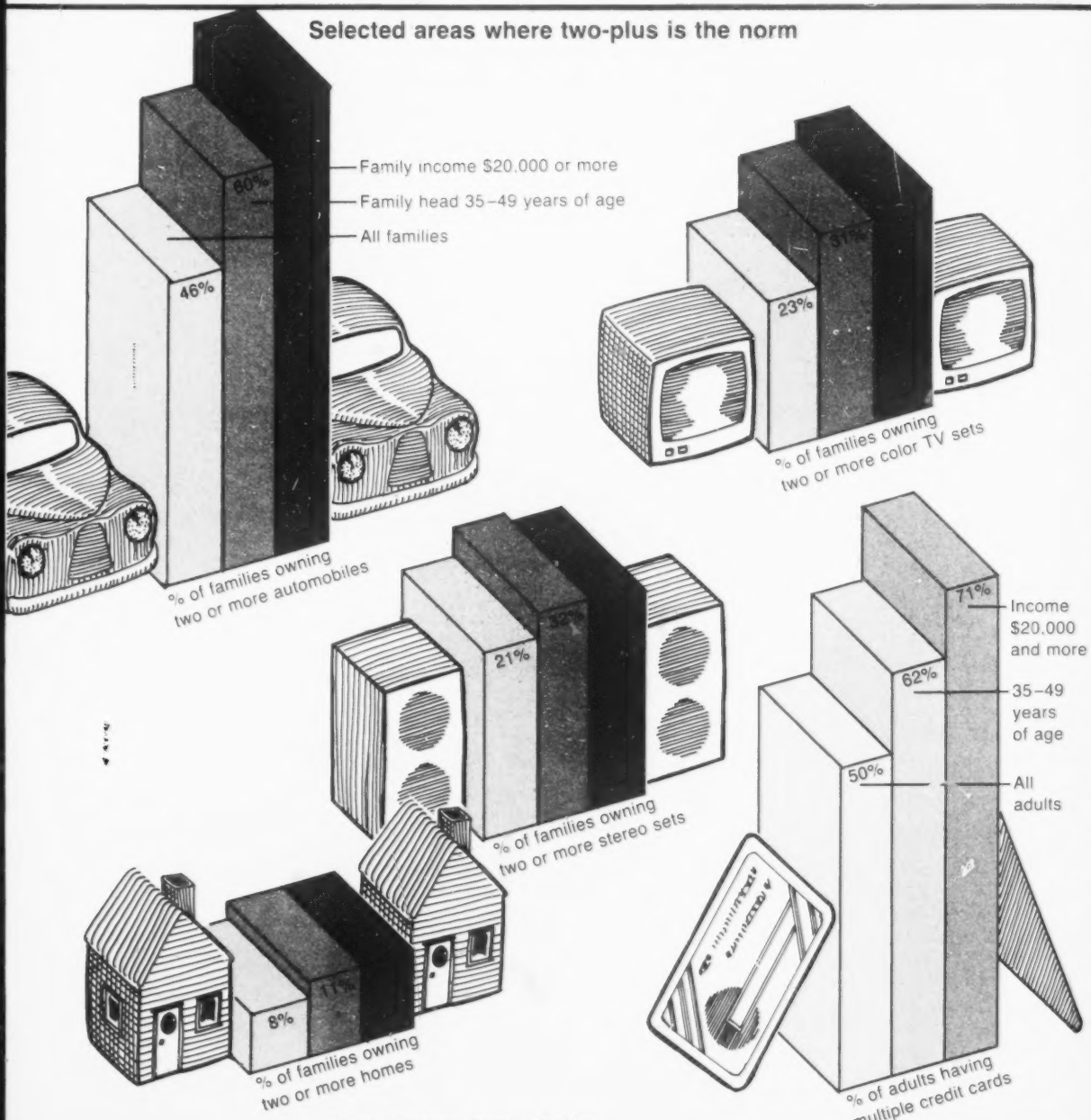
State	1980 Asian Pop.	% of U.S. Total	% of State Asian Population Chinese	Filipino	Japanese
U.S.	**3,500,636**	**100.0%**	**23.0%**	**22.1%**	**20.0%**
California	1,253,987	35.8	25.7	28.5	20.9
Hawaii	583,660	16.7	9.0	23.0	41.1
New York	310,531	8.9	47.7	10.9	7.9
Illinois	159,551	4.6	17.9	27.5	11.6
Texas	120,306	3.4	21.2	12.5	8.7
New Jersey	103,842	3.0	22.5	23.5	9.5
Washington	102,503	2.9	17.7	23.8	25.7
Virginia	66,209	1.9	14.1	28.5	7.9
Pennsylvania	64,381	1.8	20.6	12.8	7.3
Maryland	64,276	1.8	22.5	17.1	7.5

Sources: S&MM calculations; Census Bureau, *Race of the Population by States: 1980, PC80-S1-3.*
S Sales & Marketing Management.

Multiple consumers: Where one isn't enough

Shades of Herbert Hoover! Where once a political leader could promise "a chicken in every pot," today he'd have to promise "two cars in every garage." Almost half of all families own two or more automobiles and about one in four can choose among two or more TV sets to watch their favorite programs, says R.H. Bruskin Associates, New Brunswick, NJ, a market research firm. Their survey of 2,500 consumers also reveals that the "getting and spending" syndrome is most prevalent among the 35–49 age group, reflecting the fact that men in this category are approaching peak income years. Other multiples turned up by the survey: 15% of all families have a mate who married more than once, 8% of adults moonlight on second jobs, and 24% take two or more vacations a year. In the graphs below, multiple ownership is shown for all survey respondents and the leading age and income groups.

Selected areas where two-plus is the norm



*Note: 50 years of age and older

Source: R.H. Bruskin Associates.
Sales & Marketing Management.

S&MM'S ANNUAL SURVEY OF EXECUTIVE COMPENSATION—PART 2

Moving right along ...

Here's Part 2 of S&MM's exclusive survey of what the nation's best-paid sales and marketing executives earned in compensation last year. In our Aug. 17 issue, we reported on executives in all durable-goods categories except office equipment, steel, and "miscellaneous"—those three categories start this issue's list, followed by nondurable goods and services.

Overall, the survey, prepared for S&MM by Sibson & Co., a Princeton, NJ, consulting firm specializing in compensation programs, shows total compensation paid to 173 executives in 154 companies. Their average pay rose 11% over 1979's, from $136,877 to $152,160, a significant drop from the 16% gain they scored in 1979. The chief villain in the decline: a plunge in companies' after-tax profits, which last year were off by 9%.

And, to round things out, beginning on page 56, we interview the nation's 10 highest-paid sales or marketing executives, whose compensation ranged from $255,000 last year to $637,879. That's right—$637,879.

Meanwhile, how're you doing?

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
DURABLE GOODS MFG.							
Office Equipment and Supplies							
CPT	$ 53.0	Frank J. Broghammer *v-p, field support & customer service*	$ 79,300	NA	$ 3,700	$ 83,000	Management bonus plan; stock option plan; employee stock ownership plan
Deluxe Check Printers	428.5	Robert D. Racine *sr. v-p, marketing*	105,510	+ 14%	—	105,510	Employee stock purchase plan; profit sharing plan
GF Business Equipment	168.7	Lee M. Allen *sr. v-p, mktg.*	87,720	NA	—	87,720	Bonus plan; stock option plan
Lanier Business Products	253.2	George L. DeBenedetto *exec. v-p, mktg.*	175,840	NA	1,337	177,177	Stock option plan; bonus plan
		Cecil H. Herline, Sr. *exec. v-p, national sales*	175,840	NA	2,596	178,436	
Standard Register	288.9	John W. Reed *v.p., marketing*	154,103	+ 9%	21,677	175,780	Stock incentive plan; incentive plan
Steel							
Inland Steel	3,255.9	Derrick L. Brewster *v-p, sales*	188,936	+ 1%	—	188,936	Incentive bonus plan; employee stock purchase plan; stock option plan; thrift plan; supplemental retirement plan; tax reduction act stock ownership plan
Lukens Steel	375.9	Robert L. Cahoon *v-p, sales*[12]	94,913	NA	349	95,262	Incentive compensation plan; stock option plan
Pittsburgh-Des Moines	361.2	L.E. Anderson Jr.[13] *v-p, plng. & dev.*	85,720	– 3%	—	85,720	Deferred compensation plan; savings & investment plan; stock option plan
Other Durable Goods							
Conwood	161.6	C.O. Clarke *v-p, sls.*	244,490	+ 27%	—	244,490	Thrift Plan; management incentive/stock purchase plan; deferred compensation
		E.C. Powell *v-p, mktg.*	238,668	+ 27%	—	238,668	
Cooper Tire & Rubber	324.0	W.T. Fitzgerald *v-p, mktg.*	178,759	+ 76%	675	179,434	Thrift & profit sharing plan; stock option plan; bonus plan
Leggett & Platt	229.2	Ralph V. Johnson *sr. v-p, mktg.*	84,846	– 1%	1,444	86,290	Stock option plan; incentive compensation plan; employee stock purchase/ stock bonus plan
Mohawk Rubber	180.7	Hugh C. Ferguson *v-p & sls. mgr.*, Fayette Tubular Prod., Inc.	76,715	+ 1%	—	76,715	Stock option plan

[12]Until June 10, 1980; thereafter, vice president, commercial.
[13]Until Nov. 13, 1980, vice president, sales and engineering.

NA—Not available.
NC—No change.
NMC—No meaningful change.

Source: Sibson & Co
Sales & Marketing Management.

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Other Durable Goods (continued)							
Telecom Equipment	$ 30.2	Robert Kennedy *v-p, sls.*	$115,254[14]	NA	—	$115,254	
Terminal Data	14.4	Samuel L. Greene *v-p, mktg.*	78,734	NA	—	78,734	Stock option plan; restricted stock plan
Xidex	58.5	Bert L. Zaccaria *sr. v-p, mktg.*	109,631	NA	$ 4,030	113,661	Bonus plan; thrift plan; stock option plan; employee stock purchase plan
NONDURABLE GOODS MFG.							
Beverages							
Dr Pepper	333.2	John Albers *sr. v-p, sales & mktg.*	79,050	+ 4%	1,031	80,081	Supplemental pension plan; supplemental disability & death benefit plan; performance incentive plan; restricted stock plan
G. Heileman Brewing	840.8	John S. Pedace *exec. v-p, marketing*	180,150	+22%	15,176	195,326	Profit sharing plan; tax reduction act stock ownership plan; stock option plan
Pabst Brewing	853.4	John D. Reifenrath *exec. v-p, marketing*	128,500	+ 2%	2,271	130,771	Stock option plan; incentive bonus plan
Chemicals							
First Mississippi	242.7	James W. Crook *v-p, marketing*	127,550	+34%	22,062	149,612	Thrift plan; performance unit plan; stock option plan; tax credit employee stock ownership plan; bonus plan
Hercules	2,485.2	R.J. Leahy *v-p, marketing*	206,112	NA	6,176	212,288	Bonus plan; incentive unit plan; restricted stock plan; employee savings plan; survivor benefit plan
Lubrizol	922.7	J.R. Stitt *sr. v-p, sls. & mktg.*	197,145	+13%	—	197,145	Stock option plan; equity purchase plan; profit sharing plan; bonus plan
Oakite	67.7	W.G. Sittmann *sr. v-p, marketing*	73,043	NA	—	73,043	Deferred profit sharing plan; management bonus plan; stock option plan
Stepan Chemical	157.5	Eldridge J. Black *v-p, mktg.*	92,806	− 3%	5,473	98,279	Management incentive compensation plan; profit sharing plan; stock option plan
Terra Chemicals International	299.0	Douglas Kelly Jr. *vp, retail sales*	97,500	+12%	265	97,765	Incentive bonus plan; performance incentive plan

[14]Includes special employment agreement bonus of $28,750 paid in stock.

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Food Processing							
C.H.B. Foods	$270.3	Michael Pasarow *v-p, sls. & advertising*	$ 57,288	+10%	$ 3,786	$ 61,074	Stock option plan; profit sharing plan and trust
DPF	627.1	Anthony S. Pintauro *v-p, marketing*	87,435	+ 2%	4,350	91,785	Bonus plan; stock option plan; employee stock purchase and savings plan
Dean Foods	611.7	John V. Guckien *exec. v-p, marketing*	162,920	+ 3%	1,776	164,696	Bonus plan; stock option plan; phantom stock appreciation plan
Dinner Bell Foods	254.2	Terry S. Elberson exec. v-p, marketing	92,480	+14%	11,126	103,606	Incentive bonus plan; stock option plan
Knudsen	414.4	John P. Shannon *v-p, mktg.*	112,500	+25%	6,882	119,382	Stock savings plan; incentive compensation plan; stock purchase plan; stock option plan
Rath Packing	424.7	John F. Lambert *sr. v-p, sls. & mktg.*	59,765	+ 9%	320	60,085	Wage plan; bonus plan
Russell Stover Candies	137.9	Paul D. Newell *exec. v-p, sales*	103,567	+ 9%	—	103,567	
Tyson Foods	390.3	Robert Atchison *v-p, processing & marketing*	120,500	+13%	896	121,396	Profit sharing plan; tax reduction act stock ownership plan; employee stock purchase plan
		Randal Tyson *asst. to v-p, processing & marketing*	45,250	NA	39,867	85,117	
Paper and Forest Products, Packaging							
Chesapeake Corp. of Virginia	257.8	Douglas S. Baird *v-p, mill sales*	112,558	NA	—	112,558	Supplemental retirement plan; incentive bonus plan; profit sharing plan; employee stock purchase plan; stock option plan; tax reduction act stock ownership plan
Consolidated Papers	510.3	G.T. Beckley *v-p, marketing-enamel printing papers*	79,432	NA	—	79,432	Stock option plan
Crown Cork & Seal	1,459.8	William J. Avery *exec. v-p, mfg. & sls.*	76,700	NA	1,300	78,000	Employee stock ownership plan
Edward Hines Lumber	270.6	W.M. Archibald *senior v-p, retail sales*	89,000	+ 5%	—	89,000	Stock option plan[15]
Federal Paper Board	476.1	George E. Oakley Jr. *sr. v-p, sales*	222,115	+86%	8,942	231,057	Savings & Stock ownership plan; incentive compensation plan; long-term compensation plan; stock option plan
National Can	1,551.0	Maurice J. Pigott *v-p, corp., sls. & mktg.*	125,597	NA	10,079	135,676	Top management incentive plan; executive insurance program; savings & profit sharing plan

[15]Expired Feb. 24, 1980.

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Personal Care Products							
Fabergé	$248.2	Richard Barrie *sr. exec. v-p, marketing & sales*	$298,538	+15%	$37,885	$336,423	Executive compensation plan; employee stock ownership plan
La Maur	50.0	Frank J. Liquori *v-p, salon div. professional sales*	100,848	+13%	5,208	106,056	Incentive bonus plan; profit-sharing plan; stock option plan; death benefits plan
		John W. Soranno *v-p, consumer prod. div. retail sales*	100,848	+ 8%	—	100,848	
Minnetonka	73.2	Grant L. Wood *v-p, mktg.*	67,200	NA	5,778	72,978	Profit-sharing plan; employee stock purchase plan; stock option plan
Tampax	202.9	Oliver C. Grey *v-p, nat'l. accts.*	75,471	+ 5%	—	75,471	
Petroleum and Oil Field Svcs.							
Crown Central Petroleum	1,273.5	Jesse D. Winzenried *group v-p, admin. & mktg.*	194,462	+23%	10,479	204,941	Incentive bonus plan; supplemental retirement plan; savings plan; employee stock ownership plan
Getty Oil	10,436.8	Jack D. Jones *group v-p, domestic refining & petroleum mktg.*	294,458	NA	32,046	326,504	Bonus plan; thrift plan; employee stock ownership plan; stock option plan
MAPCO	1,769.7	David A. Roach *exec. v-p, mktg. supply & transportation*	264,139	+16%	2,992	267,131	Bonus plan; profit-sharing plan; stock option plan
OKC	311.4	William D. Harris *v-p, refined products sls.*	62,400	NA	—	62,400	Bonus plan; stock option plan; thrift plan; employee stock ownership plan; employee retention plan
Standard Oil (Ohio)	11,379.2	C.H. King *sr. v-p, mktg., refining & employee relations*	211,103	+16%	21,681	232,784	Employee investment plan; incentive compensation plan; deferred incentive compensation plan; stock option plan; tax reduction act stock ownership plan
Union Oil Company of California	10,436.9	William S. McConnor *sr. v-p, refinery mktg.*	350,081	+14%	13,566	363,647	Incentive compensation plan; performance share plan; profit-sharing plan; employee stock ownership plan
Textiles and Apparel							
Bibb	267.0	Roland K. Knight *v-p, sls., pres., Consumer Prod. Div.*	82,250	– 4%	—	82,250	Stock purchase plan; stock option plan
		Numa R. Martin *v-p, sls., pres.* Yarn & Engineered Prod. Div.	78,958	– 4%	—	78,958	

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Textiles and Apparel (continued)							
Blue Bell	$1,397.8	E.F. Lucas *v-p, mktg.*	$180,720	−10%	$1,400	$182,120	Incentive compensation plan; savings & profit-sharing plan; stock option plan
Cone Mills	729.9	Benjamin O. Sampson *pres., mktg. div.*	282,500	+14%	—	282,500	Stock option plan; profit-sharing plan; employee stock ownership plan
		Myron L. Silverstein *exec. v.p., mktg. div.*	255,000	+11%	—	255,000	
Crompton	161.9	Ewart J. White Jr. *v-p, marketing*	129,306	−19%	8,945	138,251	Profit-sharing plan; stock option plan; incentive compensation plan
Fieldcrest Mills	527.2	David M. Tracy *sr. v-p & pres., fieldcrest div. sls.*	229,228	+ 9%	16,785	246,013	Restricted stock & performance share plan; profit sharing plan; stock option plan; bonus plan
		Francis X. Larkin *sr. v-p & pres., rug div. sls.*	160,884	+ 9%	11,730	172,614	
Galaxy Carpet Mills	103.5	Irwin Pomerantz *sr. v-p, marketing*	113,200	− 2%	6,260	119,460	Stock option plans; incentive compensation plan
Graniteville	341.1	George W. Aufderheide Jr. *v-p, sales*	198,816	+46%	28,075	226,891	Incentive bonus plan; savings plan; stock option plan
Mount Vernon Mills	136.7	E.H.A. Grassi *exec. v.p., marketing*	121,250	+17%	—	121,250	Bonus plan
Russ Togs	190.4	Irving L. Rousso *exec. v-p, sls. & merch.*	511,000	+ 2%	36,875	547,875	Profit-sharing plan; stock option plan
		Joel S. Grey *exec. v-p, mktg.*	100,000	NC	10,000	110,000	
Texfi Industries	144.5	William N. Protas[16] *exec. v-p, mktg. & merch.*	94,500	NA	69	94,569	Stock option plan
Work Wear	162.8	Robert J. Sislian *v-p, health care mktg. & sls.*	90,720	+16%	—	90,720	
SERVICES **Banking and Financial**							
Kansas City Life Insurance	190.6	D.D. Dysart *exec. v-p, mktg.*	82,857[17]	− 1%	6,189	89,046	
Computer Services and Software							
CGA Computer Associates	11.8	Jack Goldstein *v-p, mktg.*	100,409	NA	—	100,409	Stock option plan; profit sharing
Comdisco	265.1	Nicholas M. DiBari *sr. v-p, mktg.*	637,879	− 5%	—	637,879	Profit sharing plan; incentive bonus plan; stock option plan
Comshare	78.2	Kevin O.N. Kalkhoven *group v-p, domestic sls. & mktg.*	88,000	NA	1,510	89,510	Bonus plan; profit sharing plan; stock option plan

[16]Retired July, 1980.
[17]Includes some personal benefits.

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Computer Services and Software (continued)							
ISC Systems	$ 14.4	Jon J. Jamieson[18] *v-p, mktg.*	$147,767	NA	—	$147,767	Management incentive bonus plan; stock option plan
Infotron Systems	19.6	Jeffrey D. Kraengel *v-p, sales*	70,216[19]	NA	$ 753	70,969	Management bonus plan; employee stock ownership plan; stock option plan
MSA	51.7	Donald L. House *group v-p, field operations*	148,000	NA	5,420	153,420	Bonus plan; profit sharing plan; stock option plan; employee stock purchase plan
Quotron Systems	63.8	George H. Levine *v-p, mktg. & secretary*	93,256[20]	NA	612	93,868	Stock option plan; management incentive bonus plan
STSC	21.1	Patrick P. Gehl *exec. v-p, mktg.*	140,916	NA	10,802[21]	151,718	Deferred profit sharing plan; stock option plan; employee stock purchase plan
		Robert E. Cook *sr. v-p, market development*	88,583	NA	2,117[21]	90,700	
Food and Lodging							
Gino's	320.8	Rufus K. Schriber *v-p, marketing*	66,000	– 4%	970	66,970	Performance share plan; incentive compensation plan
Publishing, Communications							
Harte-Hanks Communications	303.7	C. Ben Rodgers *sr. v-p & pres., consumer distribution marketing*	167,527	NA	36,188	203,715	Restricted stock plan; deferred compensation stock unit plan; employee stock purchase plan; performance unit plan
Krueger	175.4	Jack B. Sandler *sr. v-p, sls. & mktg.*	98,039	+ 7%	818	98,857	Management incentive plan; deferred compensation; stock option plan
TIE/Communications	59.8	Larry W. Kifer *v-p, marketing*	300,329[22]	NA	2,091	302,420	Employee stock purchase plan; stock option plan
Universal Communication Systems	27.7	W. Thomas Craig *v-p, sales*	80,773	NA	—	80,773	Stock option plan
		Joe Perez *v-p, sales, southwest region*	77,281	NA	—	77,281	
Western Union	794.2	John E. Fox *v-p, mktg.*	152,000	NA	—	152,000	Incentive compensation plan; savings plan; supplemental retirement plan; stock option plan

[18]Resigned March 1980.
[19]Includes bonus accrued but not paid in 1980.
[20]Includes bonus amounts for performance but not previously paid.
[21]Includes vested amounts accrued under deferred profit-sharing plan.
[22]Includes commission of $237,267.

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Retail and Wholesale							
Frank's Nursery & Crafts	$119.3	Arnold A. Bernstein *v-p, mktg.*	$ 83,000	NA	$ 2,050	$ 85,050	Profit sharing incentive trust; stock option plan
Super Valu Stores	4,203.7	Gene D. Hoffman *v-p, mktg.*	183,311	+ 8%	500	183,811	Bonus plan; stock option plan; supplemental retirement plan
Transportation							
American Airlines	3,821.0	Thomas G. Plaskett *sr. v-p, marketing*	137,377	NA	997	138,374	Incentive compensation plan; stock option plan
Continental Air Lines	992.0	Charles A. Bucks *exec. v-p, mktg.*	150,000	NMC	—	150,000	Incentive compensation plan; stock option plan
Eastern Air Lines	3,452.5	Russell L. Ray Jr. *sr. v-p, mktg.*	161,530	+ 11%	34,437	195,967	Supplemental retirement plan; profit sharing plan; performance share plan; variable earnings plan; stock option plan
Federal Express	415.4	J. Vincent Fagan *sr. v-p, mktg., sales & cust. svc.*	125,883	NA	87,128[23]	213,011	Deferred profit sharing plan; stock option plan; management incentive bonus plan
Frontier Airlines	468.9	M.C. Lund *v-p, sales & svc.*	100,000	NA	1,981	101,981	Stock option plan; management incentive plan
McLean Trucking	724.9	Fred C. Bauer *exec. v-p, mktg.*	85,670	− 6%	—	85,670	Profit sharing plan; stock option plan
Pan American World Airways	4,016.1	William H. Waltrip *exec. v-p, mktg. & plng.*	144,167	− 24%	1,043	145,210	Incentive compensation plan; long-term incentive plan; stock option plan
Piedmont Aviation	407.0	W.R. Howard *exec. v-p, mktg. & cust. svc.*	119,875	+ 71%	—	119,875	Incentive bonus plan; stock option plan
Southern Railway	1,637.7	Earl L. Dearhart *exec. v-p, mktg.*	175,000	+ 14%	811	175,811	Incentive bonus plan; employee stock purchase plan; tax reduction stock ownership plan
Western Airlines	995.8	Richard P. Ensign *sr. v-p, mktg.*	139,600	− 22%	5,000	144,600	Supplemental retirement plan; stock option plan; incentive compensation plan
Other Services							
American Management Systems	58.5	Patrick W. Gross *exec. v-p, sec. & dir., corp. marketing*	99,197	+ 14%	213	99,410	Incentive compensation plan; employee stock purchase plan; stock option plan

[23]Includes realizable income from stock options.

Executive compensation survey

Company	Sales ($ Mil.)	Individual and Title	Salaries, Fees, Directors Fees, Bonuses, Commissions	% Change 1979–80	Securities, Personal Benefits	Total Remuneration	Additional Compensation Plans
Other Services (continued)							
Context Industric.	$35.1	Harold D. White[24] *v-p, sls. & mktg.*	$173,993	-14%	—	$173,993	Profit sharing plan; stock option plan
National Education	89.3	Wallace O. Laub *exec. v-p, mktg.*	111,192	NA	$2,608	113,800	Bonus plan; stock option plan; long-term incentive plan

[24]After July 2, 1980, no longer with the company.

How they make it at the top

Among the top 10, from left: Comdisco's Nicholas DiBari, Russ Togs's Irving Rousso, Fabergé's Richard Barrie, Guardian Industries' Murray Yudin and Norman Shulman, and Cone Mills's Benjamin Sampson and Myron Silverstein.

If **Nicholas DiBari** had pursued his dream, he'd be nearing the end of a successful baseball career. At 36, however, the only view DiBari has had of a major league ballpark is from the stands. But don't feel sorry for the senior vice president, marketing, of **Comdisco, Inc.**, a Rosemont, IL, computer leasing company. Instead of pulling down fly balls, DiBari earns more money than any other marketing executive in the country. S&MM's exclusive survey shows that DiBari's total pay package in 1980 was worth $637,879.

"I had to make a decision after high school whether to sign a pro baseball contract or accept a scholarship to college," DiBari recalls. "I took the scholarship, and the next thing I knew it was too late to start a baseball career. So I had a desire that I was never able to satisfy, and I've been trying to fulfill it in other ways ever since." Fulfill it he has, at least financially.

Altogether, the 10 leaders' total compensation for 1980 averaged an impressive $366,500. Do these executives earn their money? To a man, they answer with a resounding yes.

Take DiBari, for example. "I don't think anybody in the world deserves an income based on salary when we're talking these kinds of numbers," he says. "But we're talking primarily commissions which are based on net earnings. When we're talking high net earnings, we're talking happy shareholders, happy employees, happy everybody."

How does DiBari account for his—and Comdisco's—success? "It's the people here and the working atmosphere the company creates. We have some individuals who could make a living selling Coke bottles on the beach. The truly successful person has to have a love affair with his company, and Comdisco fosters that."

DiBari's words are echoed by **Russ Togs's Irving Rousso**, the second highest paid executive in S&MM's survey. "I love my business, just love it," he says. "I wouldn't be so stupid as to say I'd work for free, but I do a lot of things because I love them." With a 1980 income of $547,875, Rousso is a long way from working for free, "but there's no question in my mind I earn every penny of it."

Asked how he earns it, he launches into a litany of innovations by the New York City clothing giant in the last year. Some examples: "We created a fabric grouping called polycotton that we made strictly for the Sunbelt area, and they're gobbling it up out there. We added key sales executives in New York City who are putting more on all over the country because we've decided to hunt every market from the largest department stores to the smallest moms and pops."

Union Oil's William McConnor, who is No. 3, doesn't consider himself to be a marketer. "That's only one of my arms, and not a major one," he says. "I'm also involved in refining, transportation, and crude buying." Without claiming them as the things behind his own success, McConnor is willing to pass along what he believes are "the three primary

factors involved in an individual's success: (1) work hard, (2) have a little intelligence, (3) and, most important, be in the right place at the right time."

Also reluctant to call himself a marketer is the other oil executive in the top 10, **MAPCO's David Roach** in Tulsa. He has the same reason as McConnor. "I think it's a misnomer in my case," Roach says. "The word is in my title, but I don't really have a direct hand in marketing." Roach's advice for success: "Hire quality people and compensate them well enough to keep them."

Another believer in the right-place-right-time theory of success is **Larry Kifer** of **TIE/Communications**, a Shelton, CT, manufacturer of business communications systems. "That has a lot to do with it, along with a willingness to take some risks," he says. "That's the only way to get the brass ring," which in Kifer's case was worth $302,420, good enough for seventh place.

For Richard Barrie of Fabergé, who is No. 4, willingness to take a chance is the key to his own and his New York City–based company's recent success. "We made a decision about two years ago to become super aggressive in promotion and pricing at a time when most of our competitors were backing off a bit because of fear of the economy," he says. Fortunately for Barrie and Fabergé, the gamble paid off.

Performance is what placed two **Guardian Industries** executives, **Murray Yudin** and **Norman Shulman,** in a tie for fifth place with $335,890 each in 1980 compensation. "We are the fastest growing glass manufacturer in the world," says Yudin of the Northville, MI, company. "We went public in 1967 and every quarter since then has been a record."

Yudin believes that two things, especially, pay the highest dividends: honesty and persistence. "First of all, I've never lied to the trade," he says. "There isn't a customer or account that I don't have an honest and credible relationship with. Second, I tell my salespeople, 'Keep going back. Don't give up on an account. You'll eventually get some business.' "

Another company that placed two executives among the top 10 is **Cone Mills,** a Greensboro, NC, textile manufacturer, with No. 8 **Benjamin Sampson** and No. 10 **Myron Silverstein.** The reason they deserve to be there, says Sampson, is that 1980 "was the best year we ever had in our history," with sales of almost $730 million, compared with $685 million in 1979. "The designer jeans business went crazy," he says, "and corduroy and denim are our top fabrics."

Silverstein's recipe for success: "Assume nothing, don't take anything for granted, do your homework. Also, look where you want to be, not where you are. That's crucial. Finally, be lucky enough to do something you love."

To be sure, loving the work is the one ingredient for success that all 10 marketers mention. The joy of making the sale seems to stand out above all. As Russ Togs's Rousso puts it, "I'm still hungry, and don't ask me why. I just know that it still gives me a thrill and a chill every time I get a reorder."

The best-paid marketers of 1980

		Salaries, Fees, Directors Fees, Bonuses, Commissions	Securities, Personal Benefits	Total Remuneration
1.	Nicholas DiBari *sr. v.p., marketing* **Comdisco**	$637,879	—	$637,879
2.	Irving L. Rousso *exec. v.p., sales and merchandising* **Russ Togs**	511,000	$36,875	547,875
3.	William S. McConnor *sr. v.p., refinery marketing* **Union Oil of California**	350,081	13,566	363,647
4.	Richard Barrie *sr. exec. v.p., marketing* **Fabergé**	298,538	37,885	336,423
5.	Murray Yudin *v.p., national sales* **Guardian Industries**	333,020	2,870	335,890
6.	Norman Shulman *v.p., flat glass sales* **Guardian Industries**	333,020	2,870	335,890
7.	Larry Kifer *v.p., marketing* **TIE/Communications**	300,329	2,091	302,420
8.	Benjamin Sampson *pres., marketing div.* **Cone Mills**	282,500	—	282,500
9.	David Roach *exec. v.p., marketing supply & transportation* **MAPCO**	264,139	2,992	267,131
10.	Myron Silverstein *senior v.p., marketing* **Cone Mills**	255,000	—	255,000

Source: Sibson & Co.
[c] Sales & Marketing Management.